

Profit from the experience of a lifetime

Employer Tool Kit

"The challenge of keeping the American economy strong is, in part, dependent on our ability to create a way for millions of willing, seasoned and capable workers to continue to contribute in the workplace."

Larry Anderson
President and CEO
The Society for Human Resources Management

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This guide presents an overview of best business practices gathered from successful companies and organizations throughout the nation. These strategies have helped employers address their skilled labor shortages by adopting age-neutral and innovative hiring, training, retention, and benefit package policies.

Why do employers need this guide?

"The labor shortage has been masked by recession. By 2005 it'll be in full swing. By 2010 there will be a gap of five to seven million workers, depending on whose projections you accept. The gap will swell to 14 million by 2020."

Paul Kaihla, Senior Writer
Business 2.0 Magazine
September, 2003

To gain a competitive advantage

Many employers are discovering that finding and keeping skilled workers is a serious bottom-line challenge. According to a Deloitte and Touche survey of 400 top executives, retaining qualified front-line workers will become increasingly difficult as baby boomers begin to retire, creating a potentially serious effect on the economy. Employers can become more competitive in the marketplace if they apply the material found in this Employer Tool Kit and tap into the older worker talent pool.

To recognize why there is a skilled labor shortage

There aren't enough skilled younger workers available to replace older workers as they begin to retire, and this situation is only going to get worse. A 2003 National Association of Manufacturers study predicts a skilled worker gap starting in 2005 and growing to 5.3 million workers by 2010.

To understand how the skilled labor shortage will affect your business

Census data shows that nearly 45 percent of Californians in the labor force are age 40 and over, while the number of workers age 45 to 54 will increase by more than 15 percent between 2000 and 2006. If employers are going to remain competitive, they will need to retain and train their aging workforce.

To understand how the skilled labor shortage will affect your business
-continued

Savvy employers realize that by retaining and training their older employees, they are protecting their organization from the pending skilled labor shortage. Retention efforts coupled with an aggressive outreach and recruitment program will help employers secure the experienced workforce today that they will need tomorrow.

To gain access to helpful human resource information and tools to help you manage the skilled labor shortage

The tool kit provides practical tips that can assist organizations with their recruitment and retention of older workers. It also contains references to both free and low cost sources of information that can help employers cope with the skilled labor shortage.

To profit from the experience of a lifetime

Hiring older workers makes good business sense. Mature employees bring experience, knowledge, stability, and loyalty to the workplace. They understand the importance of customer service, and they exhibit good judgment. Organizations with an age-neutral business culture profit in a number of ways:

- Improved return on their investment with less staff turnover
- Higher staff morale
- Fewer employee absences
- Enhanced productivity
- Positive public image
- Access to wider customer base
- Broader range of employee skills

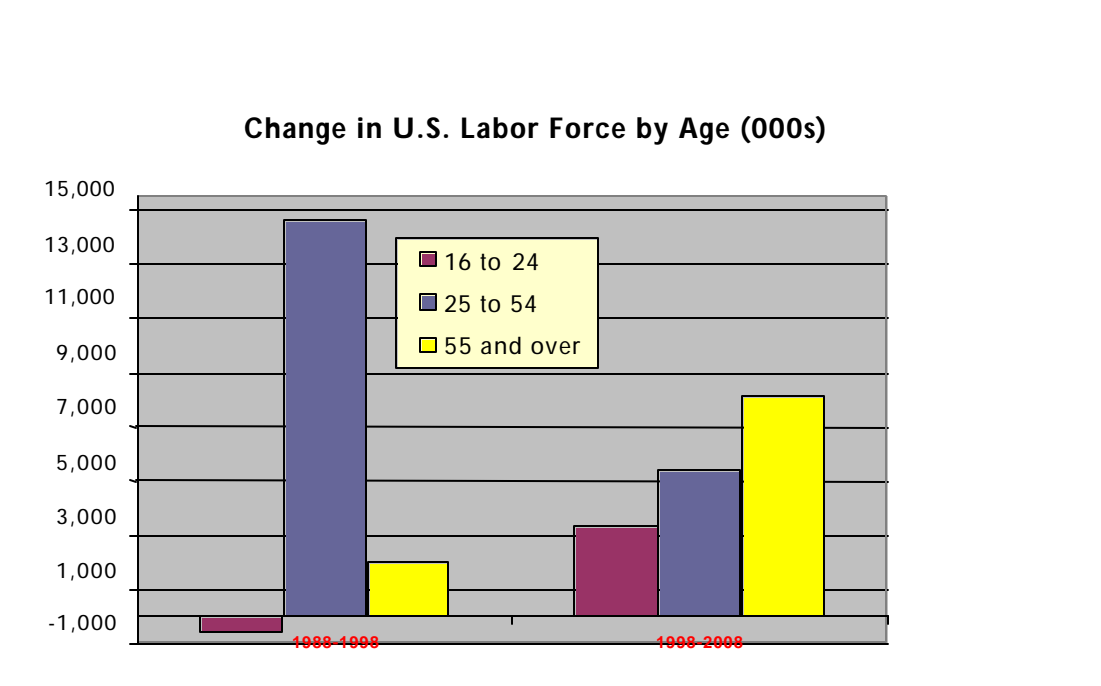
Skilled Labor Forecast

"One of the most consistent and attention-getting predictions is that the U.S. and other highly industrialized societies are facing an imminent, long-term labor shortage based on declining birth rates and other demographic and economic factors. The shortage will be severe and economies will suffer for lack of employees."

John Sumser, CEO
Interbiznet, Mill Valley, CA
Quote from NetAssets, July 29, 2003, Vol. III, No. 19

A workforce gap is fast approaching. As more baby boomers retire, there will not be enough skilled younger workers coming into the workforce to replace them.

The U.S. Department of Labor, Bureau of Labor Statistics states that by 2008 only 37.3 percent of the workforce will be younger than 35 years of age, while those 45 and older will constitute 40 percent of the workforce.¹ At the same time, the number of workers in the middle-age labor force (25-44) will actually decline.



Between 1988 and 1998, the labor force of 25 to 54-year-olds grew by 15 million, while the over 55 demographic grew by only 1.9 million. Between 2008 and 2020, the workforce of 25 to 54-year-olds will only grow by 5.2 million while those over 55 will grow by 8 million.

1. "U.S. Dept of Labor, Bureau of Labor Statistics Population Projections of the United States by Age, Sex, Race, 1995 to 2050."

Build an Age-Neutral Corporate Climate

"Baby-boomer retirements, lower birthrates and new limits on immigration in the wake of 9/11 all point to a scarcity of workers for years to come. At current graduation rates, colleges will award seven million fewer degrees than will be required..."

The Kiplinger Letter
Vol. 80, No. 41
October 10, 2003

Recruit for an age-neutral workforce

Age-neutral employers recruit based on individual skills, knowledge, and abilities, not on age. By limiting recruitment efforts to younger employees, employers deprive their organization of valuable experience and mature judgment.

Recruiting older workers using best business practices will help employers tap into the underutilized mature talent pool.

Appeal to a broader base of job applicants

- Avoid placing anything on recruitment material that makes it appear that only younger employees are hired.
- State that hiring is based on skills, knowledge, and ability.
- Advertise for general skills rather than specific skills.
- Recruit former employees who are now retired.
- Create an employee retention plan that encourages those nearing retirement to stay.
- Recruit older workers. The Bureau of Labor Statistics states that in 2003, 13.4 percent of Americans 65 and older were working or actively seeking work.

Hire for an age-neutral workforce

"The leveling off of the education rate among workers could be a problem as employers try to fill positions for skilled workers and managers. This is good news for workers – especially older skilled ones. This will surely put an end to any forms of age discrimination."

Henry Aaron, Senior Fellow
Brookings Institution, Washington D.C.
NY Times.com Article: Who'll Sit at the Boomers' Desks? October 2003

To tap into the older workforce, it is imperative to create an age-neutral hiring environment. Those employers who have a reputation of providing an age-neutral environment will attract the best and the brightest within a community regardless of age. Noted for their outstanding recruitment and hiring practices, Volkswagen of America, Inc. was named one of "AARP Best Employers for Workers Over 50" for 2003. Though they have never actively recruited older workers, the average age of its workforce is 44. Because the company values the contributions of the older workers, Volkswagen takes the extra steps to remove age barriers to hiring. One practice includes asking current older worker employees for their suggestions.

Another critical piece to the hiring of an age-neutral workforce is to ensure that employment interviews are conducted in a fair and impartial manner by formalizing the interview process and related policies.

Train interviewers

Interviewers should be properly trained on labor laws related to age and equal opportunity employment, and should:

- Be thoroughly familiar with the organization's recruitment policies and procedures.
- Be sensitive to and ready to accommodate at the interview, those with barriers to employment.
- Accurately record the interviewee responses, the interviewer's perceptions of the applicant, and be trained to clearly articulate why the interviewee is or is not recommended.

Standardize the interview process

Ensure each candidate has the same interview opportunities:

- Read each question to the interviewee and ensure they understand the question completely.
- Conduct all interviews in the same location.

Standardize the interview process-continued

- Accommodate any special needs of the interviewee.
- Keep written standardized records of the interview.
- Evaluate all applicants for other positions that may not be currently available, or have not yet been announced.

Ask quality questions

Interview questions should assess the candidate's ability to perform the responsibilities listed on an official duty statement. By asking questions based on the duty statement, the interviewer can easily determine if the candidate has the skills and experience necessary to succeed in that position.

Frequently, irrelevant questions that are not based on a position statement turn out to be those that discriminate and are often times unlawful.

Avoid questions like:

- Do you own a car?
- Are you married?

Ask questions such as:

- Are you proficient on Microsoft Word?
- Can you work a swing shift?

Recruitment and Hiring Resources

State of California Employment Development Department
www.edd.ca.gov

- **CalJOBSSM NO-FEE**
www.caljobs.ca.gov
This State-sponsored Web site allows employers to list their job openings on the Internet, and to review on-line résumés submitted in response to their announcement.
- **Experience Unlimited NO-FEE**
www.edd.ca.gov/jsrep/jseu.htm
Job seekers listed with Experience Unlimited represent many professions including administration, management, finance, human resources, education, engineering, marketing, accounting, computer technology, and various scientific endeavors. Experience Unlimited will provide employers with screening and referral assistance upon request.
- **California WorkNet One-Stop Career Centers NO-FEE**
www.edd.ca.gov/one-stop
California WorkNet connects job seekers to employment, education, and training services provided through local, state, and federal programs. The WorkNet system itself is comprised of One-Stop Career Centers throughout California. These centers include partner programs such as unemployment insurance, job services, vocational education, and vocational rehabilitation. Employers should contact the nearest One-Stop Career Center when they need to fill positions.
- **EDD Job Service NO-FEE**
www.edd.ca.gov/jsrep/jshow.htm
The EDD Job Service is California's component of the federal/state public employment service system, connecting job seekers with employers. The Job Service is a partner with other employment and training organizations in the One-Stop Career Center system created by the Workforce Investment Act of 1998.
- **EDD Senior Worker Advocate Office NO-FEE**
www.edd.ca.gov/eddsww.htm
The Senior Worker Advocate Office researches the impact of the aging workforce on the economy and provides best business practices impacting the employment, retention, and training of workers aged 40 and over. The office also assists employers seeking to employ senior workers.
Telephone: (916) 654-6502, Fax: (916) 657-0040
E-mail: swao@edd.ca.gov
Hearing-impaired persons can reach the office through the California Relay Service: 1-800-735-2929

Senior Community Service Employment Program **NO-FEE**

www.wdsc/doleta.gov/seniors

The Senior Community Service Employment Program (SCSEP) is a part-time employment training program for low-income persons age 55 or over. Program participants are placed at community and government agencies for training. Employers interested in hiring SCSEP participants can contact their local Area Agency on Aging at 1-800-510-2020 or see:

www.aging.ca.gov/html/local%20aaa/AAA_listing.html or
www.aarp.org/scsep/

Professional societies and associations

Many professional associations provide job listings for their members. For example, a tax specialist would contact the California Society of Certified Accountants.

Local senior organizations

Community Senior Centers are a good source for experienced labor. Check the telephone directory under Senior Citizens' Services and Organizations.

Senior publications

- Military Officers Association of America job site (Formerly the Retired Officers Association) www.moaa.org/tops/
- AARP Magazine www.aarpmagazine.org/
- Local senior magazines

Place job listings in local military base newspapers. They reach local older workers, their family members, and military personnel who are about to retire or be discharged.

Armed Forces Newspapers

Stars and Stripes Central Office, Attn: Advertising
529 14th St. NW, Suite 350
Washington, DC 20045-1301
Telephone: (202) 761-0900, Fax: (202) 761-0890
E-mail: advertising@stripes.osd.mil

U.S. Department of Labor

www.usworkforce.org

Contains best practices to attract and retain an age-diverse workforce.
1-877-US-2JOBS 1-877-TTY-JOBS

HR-Guide.com

www.hr-guide.com

Provides a comprehensive list of human resource related information including current laws and regulations regarding age discrimination.

Service Corps of Retired Executives (SCORE)

www.score.org

SCORE "Counselors to America's Small Business" is a nonprofit association dedicated to providing entrepreneurs with free, confidential face-to-face and e-mail business counseling. Business counseling and workshops are offered at 389 chapter offices across the country.

Retain Your Workforce

“Retaining older workers helps to offset the acute shortage of people who can sell an idea to colleagues and customers, balance the need for profits with customer satisfaction, have credibility in their fields, and have a track record for getting things done.”

Patrick Sylvester, CEO, Bannister International
December 16, 2003

Retaining skilled workers in a tight labor market is a challenge many industries are already facing. Companies have successfully met this challenge by examining and restructuring their corporate culture, their assignment policies, and their advancement process.

With Americans living longer and more productive lives, it will be increasingly common for them to work into their seventies and eighties. Employees who are 55 today could statistically be productive for another 25 years or more. Employers can avoid the impending labor shortage by finding ways to retain employees past traditional retirement ages.

Develop a positive company culture

Age diversity within a workforce brings experience and enthusiasm into the workplace and results in a positive company culture. Those employers who value and implement plans to reflect intergenerational diversity within their workforce find that the teamwork and performance levels of their organization are improved, and that their organization becomes stronger and more effective. To further develop a positive culture, employers should:

- Communicate your organization’s values and vision for an age-neutral workforce.
- Develop clear organizational policies and procedures that apply to all employees.
- Demonstrate that operational decisions and procedures are based on business needs and are never based on age.
- Award promotions based on measurable performance and demonstrated potential rather than age.
- Empower employees to develop the skills they need to advance on the job regardless of age.

Encourage diverse assignments

- Diverse assignments provide employees with an environment where they can grow professionally. The opportunity to learn a new skill, or master a new task can be as important to an employee as a promotional opportunity.
- As the workforce ages, assignment diversity can have a positive influence on an organization's retention effort.

Adopt age-neutral training policies

Today's workforce needs frequent training if they are to keep up with the rush of technology. A skilled and technologically savvy workforce gives an employer a competitive advantage. Training doesn't cost; it pays.

- Based on a study of human resource managers and labor data the AARP found that there were a number of myths associated with the older worker and their ability to learn new skills. Some organizations refrain from training older workers because they assume the older worker will not be on the job long enough for the organization to get the return on their investment. Ironically, with rapidly changing technology and higher turnover rates for younger employees, the work life of employees over 50 usually exceeds the life of any new technology for which they are trained.
- Successful age-neutral organizations ensure all their employees receive the training required to stay technically proficient and safe in the workplace. Training helps reduce workers' compensation claims and ensures staff is capable of performing their individual responsibilities.

Keep training relevant and current

- Rapidly changing technology requires that employees of all ages keep skill sets current. In high technology industries skills may need upgrading every 12 to 24 months.
- Train managers to conduct annual employee assessment plans that include training options.
- Make training available to all employees.

Encourage all employees to broaden their skills and knowledge

Firms that fail to encourage all employees to broaden their skills and knowledge are likely to find themselves with an inflexible workforce who resist new and creative ideas and lack vital up-to-date skills. By encouraging all employees, including the older workers, to take advantage of relevant training opportunities--your organization will benefit from the combination of updated skills, depth of industry knowledge, and mature judgement.

- Use employees who have successfully completed training as role models to encourage others to participate.
- Offer employee scholarships and tuition reimbursement for continued education to encourage all employees to pursue additional training opportunities.
- Regularly review the training needs of all employees.
- Evaluate training and development to make sure that employees benefit as much as possible.

Establish a clear and fair advancement process

Advancement opportunities can have a positive impact on retention. Employees stay with organizations that provide them with fair treatment and equal opportunities.

- Knowing that regardless of age, you remain upwardly mobile is a powerful motivator.
- Employees expect promotions to be earned.
- Promoting those less qualified causes resentment and can have a severe impact on employee morale.
- Few things kill the spirit of a workforce more than knowing that no matter how hard or how well you work, you won't be considered for advancement or recognition.
- Businesses are more profitable when staffed by motivated employees.

Make decisions based on well-established and publicized criteria

Promotions should be based on well-established and publicized criteria that measures such things as:

- Professional skills
- Ability
- Potential
- Work ethic
- Interpersonal skills
- Overall value to the organization

The outcomes will be great. The organization will find that by adopting such age-neutral practices:

- Selection of individuals for promotion is no longer a divisive issue as employees know that their employer uses well-publicized criteria that measures the candidates' professional skills, ability, and potential.
- Employees appreciate the opportunity to compete for promotions on an even playing field. Morale is positively affected.
- Age-neutral employers reduce the likelihood of age discrimination lawsuits.

Offer flexible employment alternatives

Workers benefit from the application of flexible work schedules. Flexible schedules facilitate the retention of a workforce, including older workers. The findings of a new study by the Mellon Financial Corporation conducted in January 2004 indicate that many employers are increasing their work-life benefits to stay competitive. Eighty-one percent said they offer employee assistance programs, up from 70 percent in 1996. Successful employers are more willing to accommodate employees who need nontraditional work arrangements. For example, job sharing rose 18 percent over the last eight years and the use of voluntary reduced hours increased 22 percent. When employers were asked why they continue to provide work-life benefits, 73 percent described the policies as a marketing tool, 74 percent said work-life benefits boost morale, and 72 percent said the benefits help them stay competitive. Flexible schedules provide:

- Opportunities for employees to remain in the workforce

Offer flexible employment alternatives-continued

- while providing care to older family members or children.
- Transition into retirement for older workers. The retiring employee can begin to work fewer hours while training his or her replacement.
- Opportunities to attend school or take professional development courses.

The following are examples of flexible employment alternatives:

- Compressed work week. The employee works four 10-hour days instead of five 8-hour days.
- Flextime. A flexible work schedule to fit a new set of job specifications such as coming in earlier and leaving earlier, or starting later and leaving later.
- Job reassignment. The employee accepts less pay for a less-demanding job within the company.
- Job redesign. The employee negotiates a change to their job specification to eliminate functions or tasks that cause them physical or mental stress so they can remain employed.
- Part-time work. Rather than retiring, the employee works part-time to assist with job-training, fill in for absent staff, or help with special projects.
- Job sharing. Two part-time employees divide the hours and responsibilities of a full-time job between them.
- Phased retirement. Employees close to retirement gradually reduce their hours without decreasing pension benefits. As work is reduced, take-home pay declines, which helps them adjust to living in retirement.
- Telecommuting. Work at home part- or full-time using a telephone and computer to communicate with the office.
- Sabbatical. Provide a valued employee with paid time off in exchange for a commitment to return to work at a mutually agreed upon time.

Accommodate

- At a time when the traditional skilled labor pool is shrinking, employers can profit from utilizing individuals with the skill sets they need, regardless of their barriers. Challenges faced by those with disabilities brought on by injury, age, or from birth, can often be overcome through reasonable accommodation. Everyone needs the proper tools to do their job well. Accommodating an employee with a disability is all about finding the proper tools and processes.
- Since every person has different functional abilities and job duties, every accommodation is unique. While each accommodation is unique, the cost is generally insignificant because the solutions draw upon standard hardware, software, and proven accommodation strategies.

Profit from a reasonable accommodation

A reasonable accommodation can be profitable because it provides:

- Return on investment. The Job Accommodation Network (JAN) reports that workplace accommodations cost on average, less than \$500 and result in an employer benefit of \$5,000 or more.
- Better morale. Employees who are provided with the tools they need to be productive have higher morale.
- Increased productivity. When an employee has high morale, productivity increases.
- Greater organizational diversity. When individuals with barriers to employment are hired, workplace diversity broadens. Those with hearing, visual, speech, and mobility challenges can become gainfully employed.
- Increased respect for the organization. Employees feel valued when provided with the accommodations they require. The workforce respects an employer who is willing to invest in their well being.

Review your benefit package

A sound benefit package can serve as an incentive for many employees to stay with an organization. It is critical that all employees understand what benefits they have, their eligibility requirements, and their responsibility to stay informed.

**Review your benefit
package-continued**

When developing a benefit package, it is important to ensure that:

- Employees provide input on the type of benefits and retirement plans they want.
- Employees are provided with a variety of options to meet their individual needs through cafeteria style packages.

Such options include:

- Infant and elder care
- Career development counseling
- Tuition assistance
- Part-time work options
- Profit sharing plan

Preserving corporate knowledge in the face of retirement Succession planning

When an employee nears retirement, successful organizations find ways to transition corporate knowledge, maintain momentum, and enrich the experience for individual as well as the organization. Knowledge and experience are valuable commodities that don't have to be lost when an employee retires. Employers can save valuable training dollars, and shorten the time it takes for a person to acquire a new job skill by moving older workers into coaching or mentoring roles as they near retirement. Mature workers are often more patient and reassuring which helps the trainee settle into their new position quickly and efficiently. This benefits your organization by ensuring that the skills and knowledge of older workers are passed on to others, rather than being 'lost' when the older worker retires.

Successful retirement/transition plans include:

Retirement support and education

Retirement counseling is offered to all employees well before they are eligible for retirement. Employees are encouraged to attend a company funded comprehensive retirement seminar before making a decision to retire.

Formal transition activities

Without transition activities, the knowledge and skills of the individual retiring leave with the employee. Successful organizations have found that they can preserve corporate knowledge through mentoring or on-the-job training programs that formalize the turnover process.

Training Resources

State of California Employment Development Department
www.edd.ca.gov

- The EDD Job Service Program
www.edd.ca.gov/emptran.htm
In partnership with the statewide California WorkNet One-Stop Career Center system, can provide information about local training programs.
- California WorkNet One-Stop Career Center Network
www.edd.ca.gov/one-stop
Connects individuals with employment, education, and training services provided through local, state, and federal programs. The WorkNet system is comprised of One-Stop Career Centers throughout California.

Senior Community Services Employment Program (SCSEP)
www.aging.ca.gov/html/programs/scsep.html

The SCSEP provides a variety of supportive services to the individual such as personal and job-related counseling, job training, and job referral.

California State Consortium for Adult ED
www.cscae.org

This site provides a directory of California adult schools.

Community Colleges

Community colleges collaborate with local businesses to provide courses for skills in growing industries. See the state government telephone pages for a listing of your community colleges.

California State University System

The state universities collaborate with local businesses to provide courses for skills in growing industries. Check with the Regional and Continuing Education Department of your local state university.

Accommodation Resources

ABLEDATA

www.abledata.com

ABLEDATA is a federally funded project whose primary mission is to provide information on assistive technology and rehabilitation equipment available from domestic and international sources.

California Department of Aging

www.aging.ca.gov

Promotes job readiness by providing information on a variety of programs and practices that can help Californians overcome barriers to work.

California Governor's Committee on Employment of People with Disabilities

www.edd.cahwnet.gov/gcedpind.htm

The Governor's Committee is a public-private sector partnership of volunteers. The committee advises the Governor's Office on various disability-related employment issues. The committee also provides general information on how the State administers its non-discrimination programs.

Job Accommodations Network (JAN)

www.janweb.icdi.wvu.edu/

Department of Labor (DOL) supplied information on workplace accommodations. The Web site offers a free consulting service that provides information about job accommodations, the Americans with Disabilities Act, and the employability of people with disabilities.

Mayo Clinic

www.mayoclinic.com/programsandtools/slideshows.cfm

Provides examples of assistive devices that can be applied to the work environment.

Measures of Success

Checklist to build an age-diverse workforce

Recruitment:

- ☐ Hiring is based on skills, knowledge, and ability.
- ☐ Application packages received represent a broad range of job seekers. Gender, ethnicity, and age are broadly represented.
- ☐ Job interviewers are formally trained and are current on all policy affecting recruitment and personnel selection.
- ☐ Interview packages are periodically reviewed for content and signs of discriminatory practices.
- ☐ Interviewers are age, race, and gender neutral when recommending whom to hire.
- ☐ Applicants who are hired are representative of the demographics of the public at large.

Retention:

- ☐ All employees understand your organization's values and vision for an age-neutral workforce.
- ☐ Organizational policies and procedures are communicated and understood by all employees.
- ☐ Employees are encouraged to work on diverse assignments.
- ☐ Training is provided to all staff regardless of age, gender, or race.
- ☐ Periodic refresher training is provided to all staff.
- ☐ Training is provided to help employees overcome barriers that affect their performance.
- ☐ The advancement policy is in writing, and all employees are familiar with that policy.
- ☐ Promotions are performance-based.
- ☐ Individuals being selected for advancement are representative of the workforce; there is age, race, and gender diversity.
- ☐ Staff receives the training they require to succeed on the job.
- ☐ Employees are provided with equal advancement opportunities.
- ☐ Flexible employment alternatives are available as business needs allow.
- ☐ Retirement/transition plans focus on the value of departing employees while preparing the organization retain their skills and knowledge.

EMPLOYER SUCCESS STORIES

Many companies are employing creative ways to more effectively utilize the skills and knowledge of the aging workforce. The following companies are those that consistently demonstrate positive policies towards older workers in hiring and promotion, as well as through employee retention efforts, ongoing training, and benefits. They value the contributions of the older workers and have profited from lower turnover rates, stronger teams, and more comprehensive solutions. These companies also have the proud distinction of being past and present nominees/recipients of the California Governor's Exemplary Employer Awards.

Barras Homes provides staff with opportunities for both promotions and pay raises as evidenced by the fact that 50 percent of her employees over age 40 have been promoted from managers to administrators.

Farmers Insurance Group of Companies is an equal opportunity employer committed to the strength of a diverse workforce. Recruitment is strategically planned to ensure all segments of the population are aware of the career opportunities offered. Dependent and elder care assistance is available, and training is provided to prepare staff for positions of increased responsibility. In the last two years, Farmers recognized the contributions of its older workers by promoting over 40 percent of those employed in California. Of the 5,642 employees in California, 60 percent are older workers, and of all new Farmers employees hired in California in 2003, 29 percent were over age 40.

Magnuson Products, Inc.

Edward Tresback, General Manager of Magnuson Products, Inc. states that their organization places a premium on experience, allowing older employees to not only exist, but excel. They proudly report that 40 percent of their workforce is over 40 years of age, 19 percent over 55, and 6 percent over 65. They believe that older workers are not only productive, but act as conduits of knowledge to be passed on to younger workers. They also share techniques on how to maximize productivity for the time expended, as well as to protect less experienced employees from personal injury.

Professional Community Management, Inc. serves as the property management agent for Leisure World Laguna Woods, a community of more than 18,000 residents. Appreciating the value of having residents work within their own community, Professional Community Management actively recruits and hires them to fill many of their open positions. Of 986 employees at Professional Community Management, 67 percent are 40 years of age and older, 15 percent are ages 55 to 64, and 20 percent are over the age of 64.

SQA Services, Inc. places senior quality professionals, whom they call SQA Associates, on assignments with Fortune 500 customers. What makes SQA unique is that 80 percent of their Associates are 40 years of age or older, 29 percent are between 40 and 54, 30 percent are between 55 and 64, and 21 percent are over 65. According to SQA Services, Inc. President and CEO Mike McKay: "Senior Americans representing SQA Services have made the difference in reaching our ambitious goals. Being a service company, our product is our people."

Contact Information

This Tool Kit was developed by the Employment Development Senior Worker Advocate Office in partnership with representatives of the employer community. If you have any questions or comments regarding any information provided in this tool kit, services available through the Employment Development Department, or your organization's specific recruitment and retention needs, please contact us at:

Senior Work Advocate Office
State of California Employment Development Department
800 Capitol Mall, MIC 42
Sacramento, CA 95814-4703

Telephone: (916) 654-6502
Fax: (916) 657-0040
E-mail: swao@edd.ca.gov

We look forward to hearing from you.